

DRAFT

NOTES FROM THE DIRECTOR

On March 9, 1978, I marked my first full year as your Director. During this year I have had the opportunity to meet many of you personally, both in the context of official discussions and presentations and in less formal meetings with the several Management Advisory Groups, representative employee groups, and talks in the auditorium. I have found these personal interchanges most valuable and informative and intend to continue them in the future.

While the substantive aspects of the Agency's business are of primary concern, I have long recognized the importance of an organization's personnel management policies, concepts and practices as an essential element in the effective fulfillment of its missions and activities. I have therefore focused my personal attention on the Agency's personnel management system to determine where it might be improved to assure that it provides the most effective framework to serve the mutual best interests and needs of the Agency and our personnel.

I have placed particular emphasis on seeking ways to improve management/employee communications; more uniformity in our personnel management implementation procedures and greater visibility of these procedures; ways to sharpen our overall advance personnel planning; ways to increase headroom and promotion opportunities and explicit publication of promotion plans for each grade within each Career Service; ways to assure that women and minority employees are afforded opportunities for development and full utilization of their skills and potential and that

qualified personnel in these categories are considered for and advanced in a manner consistent with their competitive career group.

Towards this end, in addition to a review of a series of studies and proposals made by the Office of Personnel on various aspects of our personnel approaches, I have solicited the views and suggestions of the various employee groups with whom I have met. Your responsiveness in this regard has been most gratifying and valuable and I appreciate the support you have been giving me. Each of these proposals, views and suggestions have been considered; some have been implemented; others are still under consideration. Among the actions already implemented are:

- ° Increasing the number of my Notes from the Director so that one is available for every employee and expanding its content to include Agency accomplishments and information on initiatives; programs and options under consideration and similar topics of interest to all members of the Agency "team".
- ° Establishment of a three-year trial period for new employees.
- ° Reaffirmation that the promotion of exceptional employees should not be constrained by time-in-grade guidelines if they are otherwise qualified for advancement.

- ° Establishment of an Agency-level Secretarial/Clerical Management Advisory Group to provide an additional mechanism for advice and assistance to the DCI on issues and concerns relevant to secretarial/clerical employees.

Some of the suggestions currently being studied include:

- ° A review of the Agency's practices of single-grade promotions for professional advancement vis a vis the competitive civil service practice of two-grade advancement.
- ° The development of an advance personnel promotion plan by each Directorate Career Service that on the basis of expected flow (i.e., normal attrition, retirements, etc.) at each grade level, would permit the projection of promotion opportunities at each grade and assurance that all employees are informed of these forecasts.
- ° An in-depth study of the Agency's performance evaluation systems--both as regards the individual Fitness Reports and the Career Service and Sub-group competitive evaluation and ranking exercises.
- ° The institution of formal Career Service Panel structures to handle the administration and career management of secretarial and clerical employees.

- ° Reexamination of the possibility of establishing Day-Care Centers to accommodate the children of working parents.

Through our day to day involvement with our jobs, each of us develops certain insights, concerns and perceptions regarding the environment in which we serve. My learning about some of your views and suggestions has helped my understanding of the Agency and has stimulated my desire to continue to seek your suggestions that might improve our systems.

As I've told the groups I've met, I can't promise implementation of all suggestions, but I can promise my thoughtful consideration of the issues and problems brought to my attention.

One theme which continues to be surfaced is that there is a lack of communication. This disturbs and frustrates me. Two-way communication is essential in every organization and I've attempted to expand the means available to bring this about. My Notes, along with the various employee notices, bulletins, handbooks, et al., are designed to keep all employees informed of what is going on that affects their jobs, their personal status, and their morale. My objective is to improve the communication flow from you to me as well as from top management to you. Please give me your suggestions on how the present system may be improved.

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